

Update on the Future Hospital Programme

About this section

This part of the *Future Hospital Journal* is where you will find regular overview updates on progress made by the Future Hospital Programme of the Royal College of Physicians, together with its partners, in realising the vision of the Future Hospital Commission.

We very much welcome your feedback. If you have any comments, or would like to be involved in the work of the Programme, please contact futurehospital@rcplondon.ac.uk.

Future Hospital development sites

June 2016 marked the half-way point for the first phase of the Future Hospital development sites in Betsi Cadwaladr, Mid Yorkshire, East Lancashire and Worthing. To coincide with the 18 months since their collaboration with the Future Hospital Programme (FHP) began, the four sites were invited to a learning event hosted by the FHP team at Pinderfields Hospital, Mid Yorkshire Hospitals NHS Trust.

In July, the first learning event for the second phase development sites was held at Woking Community Hospital in Surrey. At this event, the teams reflected on and shared the successes and challenges of implementing different ways of working. Both events provided an opportunity for clinicians, managers and patients to share learning and, crucially, hear the patient's perspective through their stories and experiences of using services.

Applying effective quality improvement methodology within busy clinical services was a key theme for both of these learning events. With the support of the FHP, each team is seeking to evaluate the impact and sustainability of changes to clinical pathways in relation to patient experience, outcomes and resource use.

A highlight of 2016 was the joint learning event in September, which saw all eight sites meeting for the first time at the Royal College of Physicians (RCP). The unique pairing of phase 1 and phase 2 presentations highlighted and explored areas of common interest across the varied sites. The day provided the multidisciplinary teams with the opportunity to network, share learning and inspire one another in their quality and service improvement journey.

Partners Network

Through the Partners Network, the FHP continues to share the lessons learned by the programme and the Future Hospital



Fig 1. Professor Frank Joseph attends the Partners Network quality improvement seminar at the Royal College of Physicians.

development sites (Fig 1). The growing network of peers, experts, academics, organisations and patients, who are key supporters of the Future Hospital vision, receive a monthly newsletter that collates and spreads good practice and fosters examples of system-wide improvement in the care of medical patients.

Insights from the Partners Network

The Partners Network continues to collect and publish a series of blogs and learning resources on the RCP website, which align to the key recommendations of the Future Hospital Commission. Among the resources:

- > Marc Elliott, senior principle researcher, and Rebecca Anhang Price, senior policy researcher, from RAND

Box 1. North West Paediatric Allergy Network: patient involvement

Over the summer, members of the North West Paediatric Allergy Network attended the very successful Manchester Allergy Support Group run by the Anaphylaxis Campaign to gather evidence and experiences directly from service users. Seven people attended the meeting with a mix of adults with allergies, parents, children and carers. Evidence and information gathered from the meeting will be used when assessing the success of the project in the medium to long term.

Commenting on the involvement of the Future Hospital Programme, Michelle Byrne, founder of Manchester Allergy Support Group and part of the project team said: 'Working together is really making a difference'.

Box 2. Quality improvement seminar

Mastering the modern tools and methods of improvement: what do physicians need to know about quality improvement science? – a quality improvement seminar organised by the Partners Network – is now available to view online: <http://bit.ly/QIttools>

Corporation debunk seven common myths about patient experience surveys.

- > Dr Penny Newman, medical director at Norfolk Community Health and Care NHS Trust, and Dr Andrew McDowell, psychologist and director of The Performance Coach, explain how health coaching can help enable personalised care.
- > Simon Denegri, national director for patients and the public at the National Institute for Health Research (NIHR) and chair for INVOLVE, puts forward his case for making health research opportunities more visible in the NHS.

To join the Partners Network and receive our monthly newsletter, visit www.rcplondon.ac.uk/projects/future-hospital-partners-network.

Chief registrar pilot project

A key recommendation in the Future Hospital Commission report was to harness the expertise of experienced junior doctors in the delivery of high-quality, safe patient care. As a result, the FHP is piloting the role of chief registrar to determine the skills, protected time and training needed to support this new leadership position; this project is led by Dr Gerrard Phillips, RCP vice president for education and training.

The scheme recognises the insights doctors in training have in relation to rotas, out-of-hours cover, handover and digital technologies. Acting as a bridge between the junior doctor workforce, consultants, medical directors and senior managers,

the chief registrars are responsible for communicating junior doctors' ideas for innovation and improvement. Funding for the training and development programme has been awarded by the RCP Board of Trustees and discussions are ongoing with Health Education England (HEE) and the Health Foundation to provide further support.

Evaluating a new senior leadership position

The full cohort of 20 chief registrars commenced their modular training programme (6 months), created in collaboration with the RCP Education Department and the Faculty of Medical Leadership and Management (FMLM), this month. Training in quality improvement is being provided to the chief registrars to enable them to lead and mentor peers to deliver quality improvement projects within their acute trusts. Another important element of the training programme is giving the chief registrars the opportunity to learn 'soft' leadership skills.

With the support of a newly appointed clinical officer, the FHP will be evaluating the training programme and the impact of the chief registrar role on the medical workforce and patient care. In addition, The University of Birmingham will also be conducting a formal evaluation of the pilot.²

Tell us your story

Marie Gilhooly's case study, *Reducing acute kidney injury through fluid management*, details how her team significantly reduced the occurrence of acute kidney injury at Papworth Hospital through the management of fluids for adults following cardiothoracic procedures. The service won the Cardiac Care Award at the *Health Service Journal* Provider Awards in July.

The complete library of stories can be found in our online library on the RCP website: www.rcplondon.ac.uk/projects/future-hospital-your-stories

If you'd like to tell us *your* story, contact the FHP team at futurehospital@rcplondon.ac.uk ■